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12 September 1968

MEMORANDUM FOR: Inspector General

SUBJECT : Comments on the DDP Proposed Revision to the Fitness Report System

1. The Deputy Director for Plans' proposed revision was read by and discussed with Messrs. [REDACTED]

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2. There are several points on which we all agreed:

a. The DDP proposal offers little, if any, improvement over the present system.

b. The DDP proposal for a three-rating scale is not an improvement. In general, we felt there should be either two ratings or a multiple above three. We favor the use of Satisfactory and Unsatisfactory. The narrative would tell the employee's worth and compare him with others, and place him in a relative position such as the upper third, middle or lower third of all similar employees. If unsatisfactory, direct action must be taken to reassign, retrain or separate.

c. There should be no more than two "specific duty" boxes. The employee should be rated on his assigned duty and secondary "principal" assignments. Beyond that, again, miscellaneous functions could be covered in the narrative.

d. The narrative is the heart of the form, and all employees should be instructed in preparation and writing of a good narrative.

e. The reviewing officer should make a basic evaluation of the rating officer (if able by previous association). For example, "I have known the rater for several years and, while an excellent rating officer, he tends to rate all subordinates a little high (low, etc.)."

f. If, as a part of this system, employee consultation is performed, then it should be recorded on the Fitness Report form.

g. Provide space for the rated to comment, if he chooses, as well as sign the form. For example, if the rated employee has decided to file a rebuttal, by so stating in his signature block, the rebuttal is less likely to be lost.

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3. Some additional thoughts are offered for consideration:

a. If a five-unit scale is used, consider applying a numerical factor. (Many people use plus and minus now on present adjective ratings) Example:

Outstanding	8.1 - 10
Strong	6.1 - 8
Average	4.1 - 6
Weak	2.1 - 4
Unsatisfactory	0 - 2

Such a system would provide a foundation for application of data processing machines.

b. ~~The~~ fitness report should not be a vehicle for promotion recommendations. It is the basis for promotion and a tool for relative rankings by career panels.

4. Paramount in our thinking is:

a. The fitness report should be as simple as possible in concept and format; and,

b. Supervisory personnel should be "educated" in preparation of fitness reports.



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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Inspector General

EXTENSION

NO.

DATE

13 September 1968

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Director of Personnel  
5E56

*PSW*

2. *Helin*

*Held for other returns - and/or Deputies meeting -*

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SENDER WILL CHECK CLASSIFICATION		ON TOP AND BOTTOM	
<input type="checkbox"/> UNCLASSIFIED	<input type="checkbox"/> CONFIDENTIAL	<input checked="" type="checkbox"/> SECRET	
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DD/Pers/P&C 512 Magazine	17 SEP 1968	MP
2	Chief, PAD	18 SEP 1968	
3			
4			
5			
6			
<input type="checkbox"/>	<b>ACTION</b>	<input type="checkbox"/> <b>DIRECT REPLY</b>	<input type="checkbox"/> <b>PREPARE REPLY</b>
<input type="checkbox"/>	<b>APPROVAL</b>	<input type="checkbox"/> <b>DISPATCH</b>	<input type="checkbox"/> <b>RECOMMENDATION</b>
<input type="checkbox"/>	<b>COMMENT</b>	<input type="checkbox"/> <b>FILE</b>	<input type="checkbox"/> <b>RETURN</b>
<input type="checkbox"/>	<b>CONCURRENCE</b>	<input type="checkbox"/> <b>INFORMATION</b>	<input type="checkbox"/> <b>SIGNATURE</b>
<b>Remarks:</b> SUBJECT: Request for Comments on Revised Fitness Report System  Attached are comments from the IG and GC. Ed Proctor called Mr. Wattles this morning and said he would like Jack Smith, who is on leave this week, to review DDI comments before they are sent to us--we should receive early next week. [REDACTED] said we should receive DDS&T comments tomorrow.  Helen			
<b>FOLD HERE TO RETURN TO SENDER</b>			
<b>FROM: NAME, ADDRESS AND PHONE NO.</b>			<b>DATE</b>
OD/Personnel 5E-56 HQ 6825			17 Sept 68
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